

CONCORDIA UNIVERSITY  
FACULTY OF COMMERCE AND ADMINISTRATION  
MINUTES OF FACULTY COUNCIL MEETING  
MONDAY, OCTOBER 19, 1992

**Present:**

**Members:** C. A. Ross, Chair  
D. Acland (Acco. & MBA), A. Anastasopoulos (Econ.), K. Argheyd (Mana.),  
B. Ashforth (Mana.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), T. Best  
(CGSA), U. de Brentani (Assoc. Dean), A. Christopoulos (CASA),  
J. Dracontaidis (CASA), C. Draimin (Assoc. Dean), G. Edwards (CASA),  
V. Fragiskos (CASA), M. Franklin (Mana.), K. F. Gheyara (Acco.),  
S. K. Goyal (DS&MIS), R. Hall (CASA), A. Hochstein (Fina.), S. Hoffman  
(Lib.), A. Jalilvand (Fina.), N. Kaminaris (CASA), G. Kanaan (Acco.), J. Kelly  
(Mana.), V. H. Kirpalani (Mktg.), G. Martin (Comp.Sci.), D. Morin (DS&MIS),  
P. Regimbald for J. Oberg-Muller (Liaison), G. S. Rajan (Mana.), G. Riccio  
(CASA), M. Sharma (DS&MIS), F. Simyar (Acco.), T. J. Tomberlin (DS&MIS),  
R. O. Wills (Assoc. Dean)

**Guests:** S. Bishin, M. Carney, G. Fayerman, R. Martin, J. Mannadiar

**Absent  
with**

**Regrets:** M. Kusy, L. Shanker

I Call to Order

The meeting was called to order at 09:40.

II Closed Meeting

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

III Open Meeting

IV Approval of the Agenda - CAFC-92-07A

M. Sharma requested that the topic "M.Sc. Computers" be added to the agenda.

IT WAS MOVED BY G. EDWARDS AND SECONDED BY N. KAMINARIS THAT THE AGENDA, CAFC-92-07A, BE APPROVED AS AMENDED ABOVE.

THE MOTION WAS CARRIED.

V Approval of Minutes of Previous Meeting - CAFC-92-06M

It was noted that the names of M. Sharma and D. Morin had been omitted from the list of members present.

The minutes, CAFC-92-06M, were approved with the above noted addition.

VI Chair's Remarks and Question Period

The Chair read Dr. J. C. Giguère's response, on behalf of the Department of Electrical and Computer Engineering, to the Council's expression of sympathy. With regard to the Faculty Review report, the Chair announced that his response had been discussed at the Faculty Administrators' Committee (FAC) and would be sent to the departments and student associations next week. He further announced that after discussion with the other Dean's and the Associate Dean of this Faculty, it has been agreed that the individual units of the Faculty may celebrate the Christmas season with their usual festivities but there will not be a Faculty-wide Christmas Party. In conclusion, the Chair reminded Council members of the Concordia Open House on October 31st and encouraged all to make an effort to participate at the Faculty kiosk to be set up in the atrium on the tenth floor of the library building.

In response to a question concerning the status of the students' request to have the names of faculty members listed with the course offerings at the time of registration, the Chair advised that he had written a memorandum to all department Chairs asking them to avoid using the term "t.b.a." as much as possible.

VII Report: Commerce Undergraduate Curriculum Committee

1. FC&A Faculty Council Membership Update - reference CAFC-92-06M - pages 9-10-11

**IT WAS MOVED BY N. KAMINARIS AND SECONDED BY V. FRAGISKOS THAT FACULTY COUNCIL RECOMMEND TO SENATE AND THE BOARD OF GOVERNORS THAT THE COMPOSITION OF THE COMMERCE AND ADMINISTRATION FACULTY COUNCIL BE AMENDED SO THAT THE TEN (10) STUDENT REPRESENTATIVES ARE COMPOSED OF SIX (6) FULL-TIME UNDERGRADUATE STUDENTS, TWO (2) PART-TIME UNDERGRADUATE STUDENTS AND TWO (2) GRADUATE STUDENTS.**

It was suggested that student representation on Faculty Council be reassessed.

**THE MOTION WAS CARRIED - 27 in favor, 0 opposed, 3 abstentions.**

G. Fayerman was granted speaking privileges so that she could address the concerns of the Limited Term faculty members with regard to representation on Faculty Council. Professor Fayerman pointed out that there are currently approximately forty LTAs in the Faculty who have no voice on Council. With respect to the notion that the LTA faculty could be elected to Council under the category "two (2) Lecturers and/or Assistants....", she indicated that this provision for sharing appeared unfair for both the Assistants and the LTAs of the Faculty.

The motion that had been tabled at the Faculty Council meeting held September 18, 1992 was read:

**IT WAS MOVED BY F. SIMYAR AND SECONDED BY K. F. GHEYARA THAT FACULTY COUNCIL RECOMMEND TO SENATE THAT THE COMPOSITION OF FACULTY COUNCIL, OFFICIAL DOCUMENT 1-32, BE AMENDED TO ADD TWO (2) SEATS FOR LIMITED TERM APPOINTMENT FACULTY MEMBERS, (1) SEAT TO BE DESIGNATED FOR A GRANDPARENTED LTA FACULTY MEMBER AND ONE (1) SEAT TO BE DESIGNATED FOR A NON-GRANDPARENTED LTA FACULTY MEMBER.**

It was recommended that the motion focus on LTA representation without specifying the grandparented/non-grandparented distinction. It was further recommended that the focus be the rank of Lecturer which is consistent with the present format and does not reflect contractual status.

**IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY J. NADER THAT THE MOTION BE AMENDED TO PROVIDE REPRESENTATION FOR TWO (2) LECTURERS.**

The mover indicated that the amendment was unfriendly in that he felt that the concerns of grandparented LTAs are often different from those of non-grandparented LTAs.

During the ensuing discussion of the amendment, it was again argued that rank, not contractual status, is the basis for membership. Concern was expressed that the expansion of council membership would not be beneficial. In response to a question about the term of appointment for an LTA faculty member who holds either a nine-month or a twelve-month contract, the Chair advised that there is no practical problem inasmuch as Council does not normally meet during the summer months. It was emphasized that if membership provides for two Lecturers, it would be appropriate to ensure that there is provision for two Assistant Professors as well. It was also stressed that LTA faculty members teach more courses in the Faculty than probationary and tenured faculty members teach. G. Fayerman supported the amendment after being assured by the Chair that Sessional Lecturers are considered Lecturers under the terms of the collective agreement.

A vote was taken on the amendment: 27 in favor, 2 opposed, 2 abstentions.

A vote was taken on the motion as amended: 26 in favor, 1 opposed, 3 abstentions.

**THE MOTION, AS AMENDED, WAS CARRIED.**

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY V.H. KIRPALANI THAT FACULTY COUNCIL RECOMMEND TO SENATE THAT IN LIGHT OF THE MOTION TO ESTABLISH MEMBERSHIP FOR TWO (2) LECTURERS ON FACULTY COUNCIL, THE MEMBERSHIP BE AMENDED TO PROVIDE FOR TWO (2) ASSISTANT PROFESSORS ELECTED BY THE FULL-TIME FACULTY.

THE MOTION WAS CARRIED - 26 in favor, 0 opposed, 4 abstentions.

As a point of clarification, the Chair stated that the Faculty must await the official approval of the Board of Governors prior to conducting elections for the additional members of Faculty Council.

2. Enrolments

The enrolment figures for the Faculty of Commerce and Administration graduate programmes were provided: Ph.D.- 26 students, M.Sc. - 92 students, M.B.A. - 471 students (down from last year), EMBA - 67 students (down from last year) - AMBA - 15 students, Diploma in Accountancy - 101 students (up from last year), and the Diploma in Institutional Administration and Diploma in Sports Administration - approximately 200 students.

It was noted that the problem appears to be at the entry level where the number of applicants is down by 15%, and it is important to identify the problem and determine the steps to be taken to improve attraction rates. The Faculty finally met the quota through the efforts of the admissions staff reviewing applications that had previously not been accepted. The Chair advised that he had been informed by the Admissions Office that both HEC and UQAM have had a decrease in their undergraduate applicants as well.

It was suggested that a small committee be formed to study this serious issue. A number of causative factors were itemized: a trend towards the social science in the Cegep system, an increase in competition from ivy league schools, Commerce becoming a Cegep domain. With regard to what steps to take, it was suggested that the mix of students to be recruited be examined, the perception of the programme, both in and out of the province, be clarified, and that a strategy be developed retain applicants. With regard to out of province students, it was recommended that current policies be reviewed with a view to making the programme more appealing by recognizing the distinctive educational backgrounds of potential students - for example recognizing some of the work of OACs.

It was pointed out that the Student Administrative Services Committee is currently working with the Admissions Office to examine this issue.



With regard to Ontario students, it was recommended that effort be made to ensure that the University establishes a policy that will help to attract Ontario students.

It was suggested that the Faculty establish a policy that would define the Faculty's strengths relative to the offerings of the competition. The importance of making the University more welcoming to Francophones was emphasised. It was also suggested that consideration be given to downsizing while at the same time improving the quality of the Faculty's programmes. In addition, it was recommended that the B. Admin. programme be revitalized to meet the changing demands and an aggressive marketing scheme be developed to underscore the incredible opportunities that the multi-lingual, multi-cultural environment of this University provides. In addition, the establishment of policies that would lead to the retention and expansion of the existing international programme was proposed.

The Chair suggested that all programme directors graduate and undergraduate, get together before the next meeting of Council to attempt to define actions that could be taken to address the situation. Concern was expressed that a group of this nature may tend to subdivide - it was pointed out that the undergraduate programme, as the "bread and butter" of the Faculty, warrants top priority both in increasing the quality of the programme and in raising the profile. It was noted that the appraisal of the undergraduate programme will address all the issues, curriculum, quotas, class sizes.

Concern was expressed with regard to a comment about a perception held by the undergraduate students that every time a new graduate programme is established, the resources available to the undergraduate programme are diminished. It was pointed out that the issues must be considered separately and that, in many cases, graduate programmes enhance and nourish the undergraduate programmes.

It was agreed that this matter be re-introduced in conjunction with the Appraisal Committee report. It was strongly recommended, based on the importance of the issue, that a separate committee be established, composed of a representative from the Liaison Office, faculty and students.

3. Class-Sizes - CAFC-92-07A-01

C. Drainin explained that document CAFC-92-07A-01 is a revised version of the original proposal and noted that his two concerns are: (i) to increase average class size and reduce the deficit and (ii) to accomplish goal (i) without adversely affecting teaching in the Faculty.

N. Kaminaris stated that the students reaction to the original proposal was one of surprise which resulted in a survey of students in the Faculty to obtain their response to Professor Draimin's original proposal. Copies of the survey and the subsequent results were distributed to Council members (CAFC-92-07M-01) and C. Draimin was asked why he had revised the proposal. C. Draimin stated that the purpose of the original document was to obtain feedback from the departments which he used when revising the document.

The Chair noted that this is simply one of many other possible ways of addressing the budget problem, recruitment and retention issues.

B. Ashforth stated that the Department of Management discussed the original proposal and reported that with regard to objective (1), the department wants to see a breakdown of financial figures prior to endorsement, and further, members had indicated that other methods of dealing the budgetary difficulties such as increasing revenues could be considered. With regard to objective (2) he reported that the department does not believe that teaching will not improve but rather teaching will deteriorate.

It was pointed out that the student evaluations stemming from 100 seater classes are considerably lower than those stemming from 50 seater classes and that with a capacity of 100, extra classes on Saturdays were a norm. It was argued that one of the strengths of Concordia University is personal attention given by the professors based on small class sizes and to eliminate this strong point at a time when applications are waning was questioned. It was stressed that most DS&MIS and Marketing classes are currently 100 capacity.

T. J. Tomberlin explained that the savings derived from the 100 capacity classes provide labs and tutorials and an assurance that there is always attention when students require help and noted that if all classes were to return to 50 capacity, this ancillary support would necessarily be lost.

The notion of the "bread and butter" undergraduate programme paying for the graduate programmes was reiterated - while undergraduate classes could be increased to 100 capacity, an M.Sc. class can run with six students.

The Chair stated that the purpose of the document is to stimulate ideas for alternative solutions and that he was willing to add to the financial data presented at the Faculty Assembly and that consideration would be given to proposals for increasing revenues, downsizing the Faculty, recommending additional funding to the University administration. It was argued that the Faculty of Commerce and Administration has been underfunded for many

years and that an increase in the full-time equivalent (FTE) funding for the Faculty be increased.

C. Draimin stated that the teaching budget deficit last year was approximately \$200,000 and advised that because there are several faculty members on non-salary leave, this year is expected to be better. As one of the advantages of the large class sizes, he noted that DS&MIS has a teaching assistance budget of \$90,000 while Accountancy, with smaller class sizes, has a teaching assistance budget of \$30,000. He suggested that apart from larger class sizes, careful attention be given to scheduling to maximize resources. He also stressed that by appropriate scheduling of large classes, provisions can be made for those classes that require small sizes - such as 15 students, thus improving the quality of teaching.

It was suggested that if each faculty member, including the Dean and faculty administrators, teach one extra course per year the faculty salary deficit would be cleared. It was emphasized that the fact that FTE dollars are greater for graduate students than for undergraduate students be taken into consideration when comparing resources and class sizes for graduate and undergraduate classes. It was also suggested that the quota for the Faculty be reduced and that Vice-Rector Cohen be invited to Council to provide an explanation of the financial situation and respond to concerns.

The Chair advised that the budget is discussed on an ongoing basis at FAC on alternate Wednesday mornings and welcomed proposals for alternate methods of resolving the Faculty's financial problems.

## VIII

### Report: Commerce Undergraduate Curriculum Committee

#### 1. FC&A Co-op Report

R. O. Wills reported that the Undergraduate Curriculum Committee has reviewed the proposal and has recommend that revisions be made to the format prior to circulation to the departments. Concerns were also related to cost factors. He advised that once the departments have discussed the proposal, it will be brought to Faculty Council. The expected date of implementation is formally September 1994.

#### 2. Status of Appraisal of the Undergraduate Programme

R. O. Wills advised that the Appraisal Committee is comprised of members of the Undergraduate Curriculum Committee plus one representative from the Department of Economics and one representative from the non-academic staff. The first meeting will take place on Friday to establish a critical path.

T. J. Tomberlin noted that the guidelines for the appraisal process adopted last year dated March 20, 1992 provide for two bodies to be established - "...by April 15th - programmes



to be evaluated are to be identified by the Faculty Academic Planning and Priorities Committee. The programme head will establish a self-appraisal committee. By May 30th the programme appraisals committee is established consisting of two members of the Faculty of Commerce and Administration, one member from outside of the Faculty, three members from within or outside of the Faculty, one to two students nominated by relative student associations, one member of the support staff and one member of the decanal team. ...". He advised that all the way through the document there is reference to two bodies with two different functions. One body does a self-appraisal which then goes to another body, which makes final recommendations.

There was some disagreement about which committee should be struck first. The Chair suggested that the issue be tabled until the next meeting of Council.

**IX Report: Graduate Studies and Research**

**1. Graduate Calendar Revisions - CAFC-92-07A-02**

**IT WAS MOVED BY U. DE BRENTANI AND SECONDED BY V. H. KIRPALANI THAT FACULTY COUNCIL RECOMMEND TO THE SCHOOL OF GRADUATE STUDIES THE REVISION TO THE PH.D. ADMISSION REQUIREMENTS AS PRESENTED IN DOCUMENT CAFC-92-07A-02.**

It was argued that the term "or equivalent" provided flexibility for exceptional cases. With regard to fast-tracking M.Sc. students into the Ph.D. programme, U. de Brentani confirmed that credits earned towards the M.Sc. programme could not be used as part of the Ph.D. programme.

**THE MOTION WAS CARRIED - 9 in favor, 6 opposed, 5 abstentions.**

After being granted speaking privileges, G. Fayerman highlighted the proposed calendar changes for the Diploma in Accountancy Programme. With regard to the elimination of the 500 level courses which have been cross-listed with 400 level courses, it was noted that FTE funding for graduate courses, 500 level, is greater than that for 400 level courses and that cross-listing should be encouraged rather than eliminated. A discussion ensued regarding the proposed revisions to the course descriptions - it was recommended that the revisions be approved by the Department of Accountancy.

U. de Brentani explained that the deadline for calendar changes for the 1993-94 calendar is October 20th as set by the School of Graduate Studies Curriculum Committee. She further explained that the time frame for processing calendar changes has been reduced by about three weeks. It was suggested that future calendar changes be considered by Faculty

Council in the spring. The lack of an expert committee to examine revisions to the graduate programme curriculum was emphasized. After further discussion about the problem of delaying the changes for one full calendar year and the sense that the departments had not approved the proposed revisions, the Chair stated that he would contact Dean Kusy to see what could be done to accommodate the needs of the Faculty.

**IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY A. HOCHSTEIN THAT THE MEETING BE ADJOURNED.**

**THE MEETING WAS ADJOURNED AT 12:40.**

**Next meeting:** The next regular meeting of Faculty Council will take place on Friday, November 6, 1992, in room GM403-2, SGW Campus.